



USAID
FROM THE AMERICAN PEOPLE



USAID 2007 Human Capital Survey Results Report



About the Report

*USAID's success depends on the talent
and motivation of its workforce.*

Acquiring and retaining a high-performing, flexible, diverse workforce depends in large part on the quality of the work environment. This survey provides senior management data to assess and improve the state of USAID's human capital management.

Conducted under OPM's new regulations¹, this is first biennial USAID Human Capital Survey (HCS). The questions are proscribed by OPM's regulations along with the requirement that the Agency conduct the HCS in years ending in an odd number (e.g., 2007, 2009, 2011, etc.). OPM will conduct the Federal Human Capital Survey (FHCS) in the intervening years. The next FHCS will take place in 2008 (date to be determined) and the next USAID HCS will take place in October/November 2009.

The results of the survey offer a snapshot of employees' perspectives of workforce management at USAID. By comparing these results to Federal Human Capital Surveys (2002, 2004, and 2006), Agency senior management can review trends and identify areas for improvement.

This report presents multiple perspectives on the results. The various views give a broad but interconnected view of the results and include:

- Aggregated results for each of the five (5) indices: Personal Work Experience; Recruitment, Development & Retention; Performance Culture; Leadership; and Job Satisfaction.
- Results from the top five (5) and the bottom five (5) survey items.
- Results that increased or decreased the most since the 2006 FHCS.
- A decision aid table that provides the results for each survey items and highlights items that are strengths or challenges
- Trend analysis comparing the 2007 USAID HCS results to the 2002, 2004, and 2006 FHCS results (Appendix A).
- Table detailing results by frequency, i.e., number of respondents (Appendix B).

¹ 5 CFR Part 250, Federal Register: August 24, 2006 (Volume 71, Number 164)

The 2007 USAID Human Capital Survey (HCS)

How and when the survey was conducted: The survey was conducted on-line from September 14 through October 3, 2007. An email invitation to participate, with a link to the survey, went to each employee.

Number of employees surveyed, number responding (response rate) and representativeness of respondents: All 2,410 of USAID's Civil Service and Foreign Service (US direct hires) employees received the survey, and 588 responded—a response rate of 24%. The respondents were representative of the survey population with the notable exception that a higher percentage of supervisors and team leaders responded than their representation in the population. With regard to team leaders, 60 respondents identified themselves as team leaders; yet there were only 48 employees officially designated as team leaders. See tables on page 4.

What did the survey measure: The 40-item survey measured the Agency's US direct hire (USDH) employees' perceptions about how effectively USAID manages its workforce. For complete listing of the survey items and responses see tables beginning on page 8. The survey questions were arranged according to five indices:

- Personal Work Experience
- Recruitment, Development & Retention
- Performance Culture
- Leadership
- Job Satisfaction

Interpretation of the results: USAID scored especially high, i.e., greater than 65% favorably responded (strongly agree or agree), on the majority of the items measuring personal work experiences and recruitment, development and retention. Eighty-nine percent (89%) thought the work that they do is important and over 85% said that they know how their work relates to USAID's goals and priorities. Over 67% reported that considering everything they were very satisfied or satisfied with their jobs.

With regard to challenges (items where 35% or more responded negatively), there were three. Two items were under performance culture (item 16, steps are taken to deal with poor performers in their work unit and item 20, pay raises are dependent on how well people performed their jobs) and one under job satisfaction (item 37, satisfaction with policies and priorities of senior leaders).

Also noteworthy, while over 64% believe they are given a real opportunity to improve their skills in their organization and over 73% report that their supervisors support employee development, nearly 35% stated that their training needs were not assessed.

We intend to concentrate our improvement efforts during 2008 on making more meaningful distinctions in performance and ensuring those distinctions are recognized appropriately (e.g., rewarding good performance and dealing with poor performers.) Additionally, we will continue to remind employees and supervisors to put in place annually individual development plans.

Rules of Thumb: When reviewing and interpreting results, it is useful to apply rules of thumb to identify “notable” or “meaningful” results. These rules apply both to looking at the 2007 USAID HC Survey’s results and comparisons to previous FHCS results.

- **Strengths** – Items that are 65 percent or more positive.
- **Weaknesses or Challenges** – Items that are 35 percent or more negative.
- **Notable/Meaningful Differences** – A difference of five (5) or percentage points (e.g., an increase of 5 percentage points or more between agency’s previous rating, or government-wide rating, where applicable).
- **Neutral responses** of 30 percent or more may indicate opportunities for more communication.

Survey at a Glance

Survey Period: September 14, 2007 – October 3, 2007

Sample Size: 2,417 US Direct Hires (CS and FS)

Margin of Error: Results have a margin of error of +/- 3%

Response Rate: 24%

Strengths: 16 items had positive ratings of 65% or more

Weaknesses/Challenges: 3 items had negative ratings of 35% or more

Up since 2006 FHCS: 1 item increased by 5 percentage points or more

Down since 2006 FHCS: 3 items decreased by 5 percentage points or more

USAID top ranked index: Personal Experiences (76%)

USAID bottom ranked index: Job Satisfaction (50%)

USDH Respondent Demographics²

Gender

Gender	Agency	Respondents
Male	47%	48%
Female	53%	52%

Racial Category

Racial Category	Agency	Respondents
White	61%	67%
Black/African American ^{29%}	29%	24%
Hispanic/Latino	4%	3%
Asian American	6%	6%
American Indian or Alaska Native	>1%	>1%

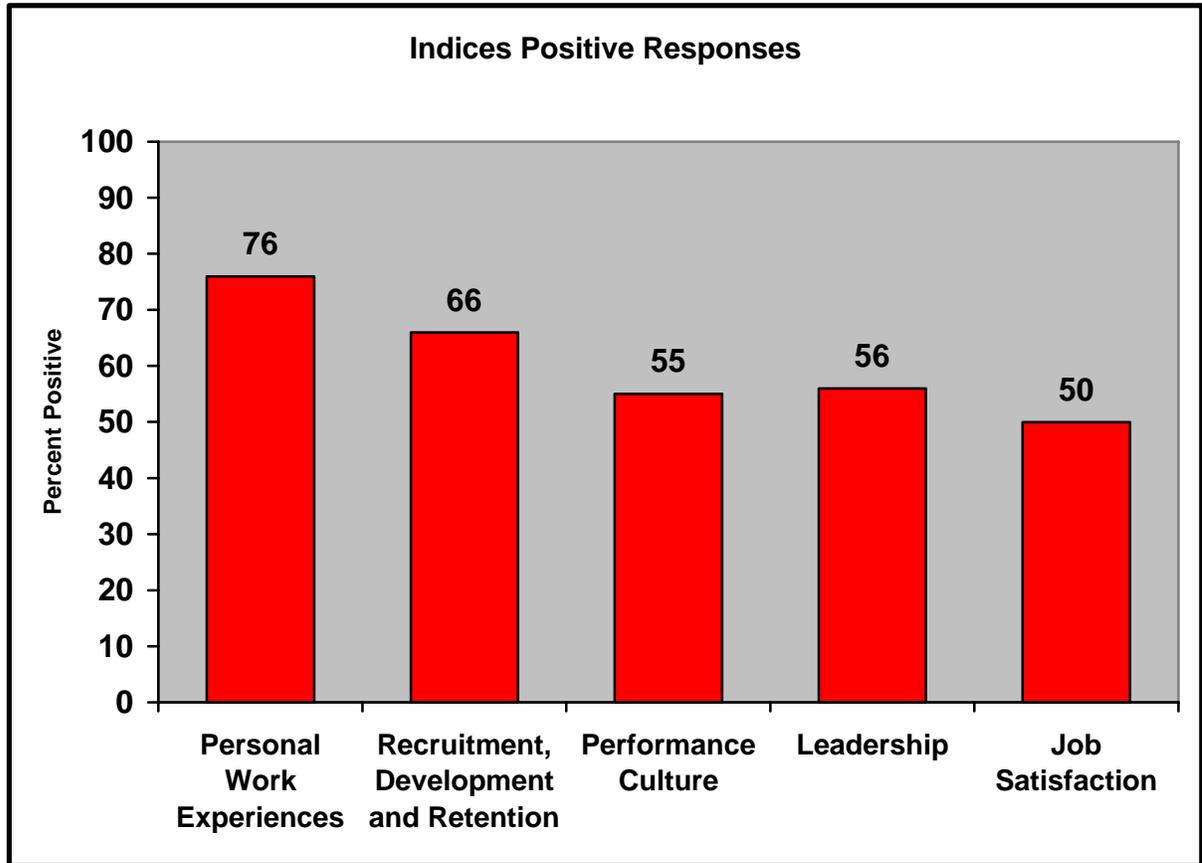
Supervisory

Category	Agency	Respondents
Executives	7%	7%
Managers/Supervisors	23%	40%
Team Leader	2%	12%
Non-supervisory	68%	41%

NB: More people identified themselves as team leaders (60) then the number of official team leaders (48).

² Not all survey respondents completed the demographic questions

Indices – Positive Responses



Personal Work Experiences Index is made up of items 1-6.

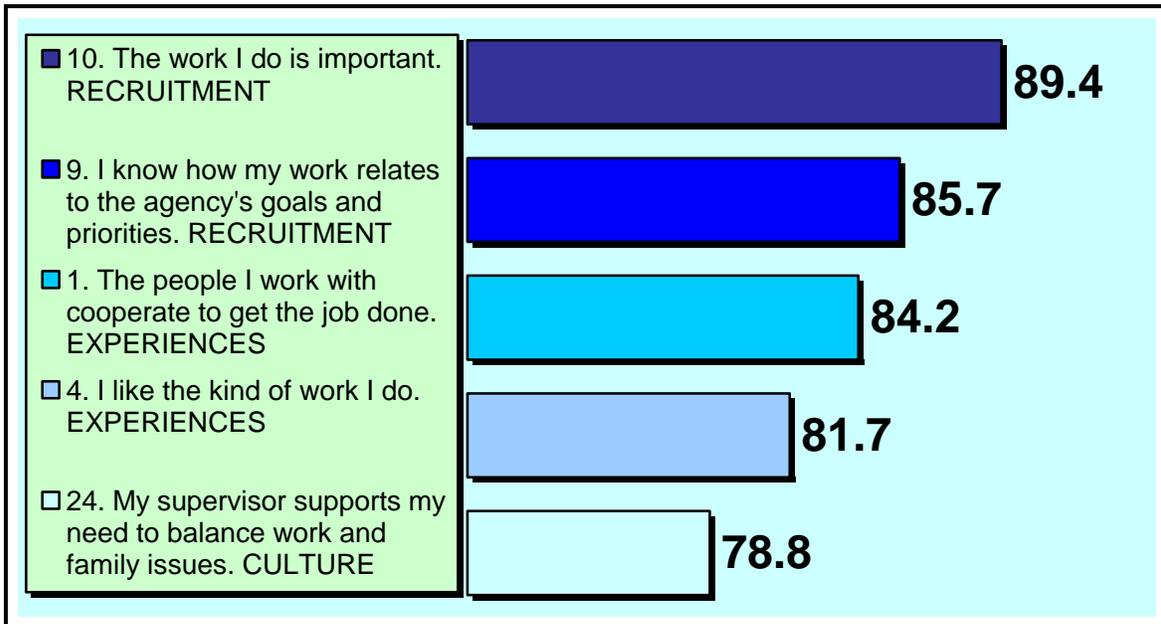
Recruitment, Development and Retention Index is made up of items 7-14.

Performance Culture Index is made up of items 15-24.

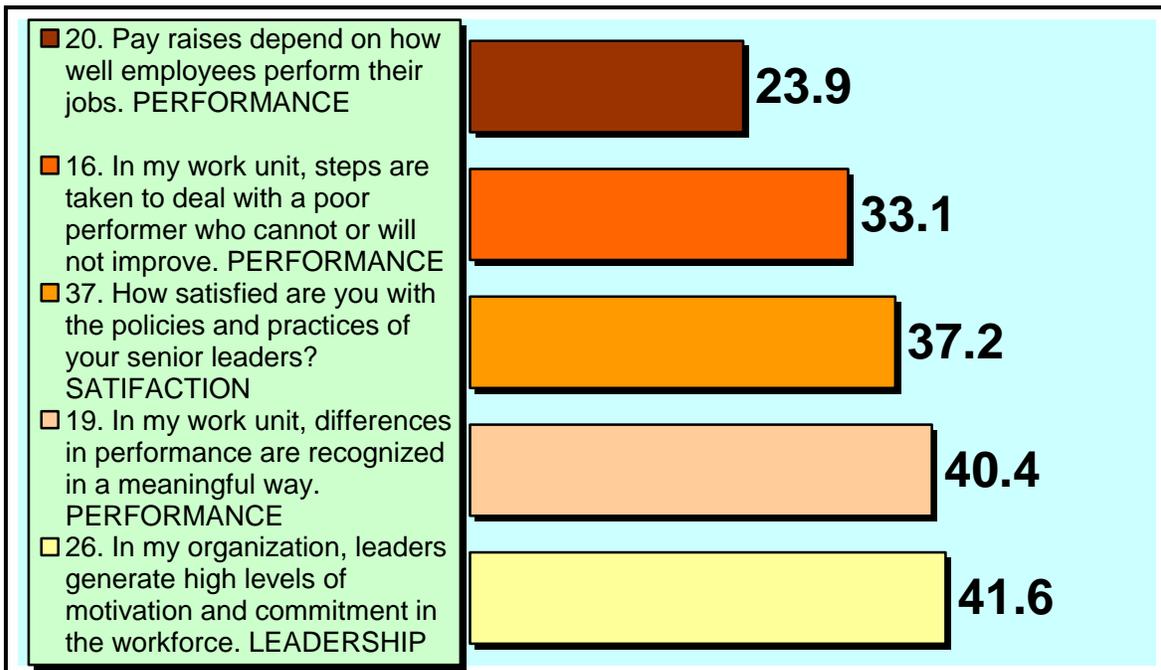
Leadership Index is made up of items 25-32.

Job Satisfaction Index is made up of items 33-40.

Top 5 Positive Responses Items



Bottom 5 Positive Responses Items



NB: Item 26 also showed the highest positive change (up 9.3 percentage points) compared to 2006 FHCS result.

**Increases and Decreases in Positive Responses
Compared to the 2006 Federal Human Capital Survey Results**

Increased the Most	Percent Positive		Difference
	2006	2007	
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	32.3	41.6	9.3
25. I have a high level of respect for my organization's senior leaders.	44.6	49.5	4.9
5. I have trust and confidence in my supervisor.	68.5	72.3	3.8
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	72.5	76.1	3.6
19. In my work unit, differences in performance are recognized in a meaningful way.	36.8	40.4	3.6
22. Discussions with my supervisor/team leader about my performance are worthwhile.	64.0	67.5	3.5

Decreased the Most	Percent Positive		Difference
	2006	2007	
34. How satisfied are you with your involvement in decisions that affect your work?	58.5	44.2	-14.3
40. Considering everything, how satisfied are you with your pay?	65.4	58.2	-7.2
32. My organization has prepared employees for potential security threats.	75.2	68.8	-6.4
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	65.6	61.0	-4.6
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	55.3	51.4	-4.0
24. My supervisor supports my need to balance work and family issues.	82.5	78.9	-3.7

Item by Item Results

**KEY: Blue = strength (positive of 65% or more);
Red = weakness/challenge (negative of 35% or more)**

Results	Positive	Neutral	Negative	Do Not Know		
Personal Work Experiences						
Results	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
1. The people I work with cooperate to get the job done.	36.9	47.3	8.9	6.0	1.0	
2. I am given a real opportunity to improve my skills in my organization.	21.3	43.5	16.7	13.7	4.8	
3. My work gives me a feeling of personal accomplishment.	33.7	41.2	13.7	7.7	3.7	
4. I like the kind of work I do.	43.3	38.5	11.2	5.2	1.9	
5. I have trust and confidence in my supervisor.	36.2	36.2	16.0	7.9	3.8	
	Very Good	Good	Fair	Poor	Very Poor	
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	45.2	30.9	16.2	3.7	3.9	
Recruitment, Development and Retention						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	14.5	46.5	16.0	16.0	6.2	0.8
8. My work unit is able to recruit people with the right skills.	12.7	40.1	20.8	15.8	8.7	1.9
9. I know how my work relates to the agency's goals and priorities.	36.6	49.1	7.7	4.6	1.7	0.2
10. The work I do is important.	50.7	38.7	7.7	2.1	0.8	

Results	Positive		Neutral	Negative		Do Not Know
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	19.7	42.4	10.4	16.1	11.2	0.2
12. Supervisors/team leaders in my work unit support employee development.	24.7	48.7	13.7	7.7	4.6	0.6
13. My talents are used well in the workplace.	23.5	41.6	16.8	11.4	6.7	
14. My training needs are assessed.	9.7	32.6	21.9	22.7	11.8	1.2
Performance Culture						
15. Promotions in my work unit are based on merit.	12.0	32.4	22.0	16.2	13.1	4.2
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	6.4	26.8	22.7	20.8	16.2	7.1
17. Creativity and innovation are rewarded.	11.9	37.6	22.4	14.1	11.2	2.9
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	21.5	43.1	15.8	11.2	5.6	2.9
19. In my work unit, differences in performance are recognized in a meaningful way.	8.5	31.9	26.3	18.3	10.6	4.4
20. Pay raises depend on how well employees perform their jobs.	5.6	18.3	28.8	22.0	20.1	5.2
21. My performance appraisal is a fair reflection of my performance.	25.4	49.8	11.2	7.3	3.8	2.5
22. Discussions with my supervisor/team leader about my performance are worthwhile.	23.8	43.7	16.3	9.2	5.0	1.9
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	24.5	48.4	17.7	6.0	1.9	1.5
24. My supervisor supports my need to balance work and family issues.	38.1	40.8	13.1	4.4	2.7	1.0

Results	Positive	Neutral	Negative	Do Not Know		
Leadership						
25. I have a high level of respect for my organization's senior leaders.	17.3	32.2	22.4	12.7	15.0	0.4
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	12.5	29.1	22.5	20.8	14.1	1.0
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	12.3	39.0	24.8	13.1	6.5	4.2
28. Employees are protected from health and safety hazards on the job.	19.8	54.1	13.7	7.1	2.9	2.3
29. Employees have a feeling of personal empowerment with respect to work processes.	9.4	36.9	23.1	17.5	11.9	1.2
30. My workload is reasonable.	8.5	46.2	13.1	17.9	13.7	0.6
31. Managers communicate the goals and priorities of the organization.	12.8	46.1	22.1	11.2	7.2	0.6
32. My organization has prepared employees for potential security threats.	20.2	48.6	18.8	7.6	2.5	2.3
Job Satisfaction						
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	
33. How satisfied are you with the information you receive from management on what's going on in your organization?	8.7	39.6	20.7	21.6	9.5	
34. How satisfied are you with your involvement in decisions that affect your work?	9.7	34.6	22.8	23.2	9.8	
35. How satisfied are you with your opportunity to get a better job in your organization?	9.3	32.8	29.5	17.8	10.6	
36. How satisfied are you with the recognition you receive for doing a good job?	16.4	38.3	21.2	15.8	8.3	

Results	Positive		Neutral	Negative		Do Not Know
37. How satisfied are you with the policies and practices of your senior leaders?	7.6	29.7	26.7	22.5	13.6	
38. How satisfied are you with the training you receive for your present job?	10.9	34.2	27.0	20.6	7.4	
39. Considering everything, how satisfied are you with your job?	19.5	48.1	17.0	11.8	3.7	
40. Considering everything, how satisfied are you with your pay?	14.3	43.9	18.5	17.5	5.8	

Appendix A: Trends

2007 USAID HCS vs. 2006 FHCS vs. 2004 FHCS vs. 2002 FHCS

1. The people I work with cooperate to get the job done.				
	Positive	Neutral	Negative	
2007	84.17	8.88	6.95	
2006	87.3	6.1	6.6	
2004	85.5	7.2	7.2	
2002	79.4	11.7	8.9	
2. I am given a real opportunity to improve my skills in my organization.				
	Positive	Neutral	Negative	
2007	64.81	16.73	18.46	
2006	64.9	16.2	19.0	
2004	62.9	14.8	22.3	
2002	50.1	23.9	26.0	
3. My work gives me a feeling of personal accomplishment.				
	Positive	Neutral	Negative	
2007	74.95	13.68	11.37	
2006	76.1	12.2	11.7	
2004	74.3	12.2	13.6	
2002	69.7	13.8	16.5	

4. I like the kind of work I do.				
	Positive	Neutral	Negative	
2007	81.73	11.15	7.12	
2006	83.3	10	6.8	
2004	82.3	11.1	6.6	
2002	79.1	11.1	9.9	
5. I have trust and confidence in my supervisor.				
	Positive	Neutral	Negative	
2007	72.31	15.96	11.73	
2006	68.5	15.7	15.8	
2004	N/A	N/A	N/A	
2002	N/A	N/A	N/A	
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?				
	Positive	Neutral	Negative	
2007	76.13	16.24	7.63	
2006	72.5	15.7	11.8	
2004	67.7	20.1	12.2	
2002	66.6	20	13.4	

7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	Positive	Neutral	Negative	Don't Know
2007	61	16.02	22.2	0.77
2006	65.6	17.6	15.5	1.3
2004	65.1	17.4	16.9	0.7
2002	58.7	14	26	1.3

8. My work unit is able to recruit people with the right skills.

	Positive	Neutral	Negative	Don't Know
2007	52.79	20.81	24.47	1.93
2006	52.8	21.1	23.5	2.6
2004	52.8	23.3	22.1	1.9
2002	43	22.5	33.1	1.4

9. I know how my work relates to the agency's goals and priorities.

	Positive	Neutral	Negative	Don't Know
2007	85.74	7.71	6.36	0.19
2006	84.8	9.6	5.1	0.6
2004	87.3	7.4	4.5	0.8
2002	91.4	3.5	4.3	0.9

10. The work I do is important.				
	Positive	Neutral	Negative	Don't Know
2007	89.4	7.71	2.89	-
2006	88.8	7.4	3.6	0.3
2004	87.3	7.6	4.6	0.5
2002	90.9	5.4	3.7	0.1
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.				
	Positive	Neutral	Negative	Don't Know
2007	62.09	10.44	27.27	0.19
2006	62.2	13.1	24	0.7
2004	53.6	13.9	31.3	1.3
2002	45.8	13.2	40.1	0.9
12. Supervisors/team leaders in my work unit support employee development.				
	Positive	Neutral	Negative	Don't Know
2007	73.41	13.68	12.33	0.58
2006	70.4	14.9	14.4	0.4
2004	68.6	15.5	15	0.8
2002	60.9	20.1	19	0

13. My talents are used well in the workplace.				
	Positive	Neutral	Negative	Don't Know
2007	65.13	16.76	18.11	-
2006	63.1	14.4	20.9	1.6
2004	62.8	15.7	20.4	1.2
2002	59	12.1	28.9	-
14. My training needs are assessed.				
	Positive	Neutral	Negative	Don't Know
2007	42.33	21.94	34.56	1.17
2006	40.5	21.9	36.3	1.2
2004	34	25.3	38.5	2.2
2002	29.3	19.9	49.4	1.5
15. Promotions in my work unit are based on merit.				
	Positive	Neutral	Negative	Don't Know
2007	44.4	22.01	29.34	4.25
2006	44.8	22.9	28.2	4.1
2004	35.4	24.3	36.4	3.9
2002	41.3	21.1	33.2	4.5

16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	Positive	Neutral	Negative	Don't Know
2007	33.14	22.74	36.99	7.13
2006	32.1	22.4	38.4	7
2004	27.9	24.8	40	7.3
2002	24.5	22.5	45.9	7.2

17. Creativity and innovation are rewarded.

	Positive	Neutral	Negative	Don't Know
2007	49.52	22.35	25.24	2.89
2006	46.2	28.1	24	1.7
2004	43.6	27.6	26.1	2.7
2002	40.1	25.2	31.2	3.5

18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

	Positive	Neutral	Negative	Don't Know
2007	64.62	15.77	16.73	2.88
2006	N/A	N/A	N/A	N/A
2004	N/A	N/A	N/A	N/A
2002	N/A	N/A	N/A	N/A

19. In my work unit, differences in performance are recognized in a meaningful way.				
	Positive	Neutral	Negative	Don't Know
2007	40.38	26.35	28.85	4.42
2006	36.8	29	28.9	5.3
2004	35.2	27.5	32.9	4.4
2002	N/A	N/A	N/A	N/A
20. Pay raises depend on how well employees perform their jobs.				
	Positive	Neutral	Negative	Don't Know
2007	23.94	28.76	42.08	5.21
2006	25.6	29	40.1	5.4
2004	N/A	N/A	N/A	N/A
2002	N/A	N/A	N/A	N/A
21. My performance appraisal is a fair reflection of my performance.				
	Positive	Neutral	Negative	Don't Know
2007	75.19	11.15	11.15	2.5
2006	76.8	12.1	10.1	1
2004	70.7	13.2	13.5	2.7
2002	71.3	11.9	15.6	1.2

22. Discussions with my supervisor/team leader about my performance are worthwhile.				
	Positive	Neutral	Negative	Don't Know
2007	67.5	16.35	14.23	1.92
2006	64	17.7	16.8	1.5
2004	58.4	21	18	2.6
2002	61.9	17	19.8	1.3
23. Managers/supervisors/team leaders work well with employees of different backgrounds.				
	Positive	Neutral	Negative	Don't Know
2007	72.83	17.73	7.9	1.54
2006	72.1	14.3	11.6	2
2004	69	15.3	13.4	2.4
2002	64.9	17.6	15.3	2.3
24. My supervisor supports my need to balance work and family issues.				
	Positive	Neutral	Negative	Don't Know
2007	78.85	13.08	7.12	0.96
2006	82.5	9.4	6.9	1.2
2004	80.1	10.9	8.4	0.6
2002	79.6	11.6	8.2	0.6

25. I have a high level of respect for my organization's senior leaders.				
	Positive	Neutral	Negative	Don't Know
2007	49.52	22.35	27.75	0.39
2006	44.6	27.2	27.6	0.6
2004	49.3	23.1	27.1	0.5
2002	N/A	N/A	N/A	N/A
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.				
	Positive	Neutral	Negative	Don't Know
2007	41.62	22.54	34.87	0.96
2006	32.3	30.6	36.3	0.8
2004	36.6	28.3	34.2	1
2002	32.9	25.7	41.1	0.3
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.				
	Positive	Neutral	Negative	Don't Know
2007	51.35	24.81	19.62	4.23
2006	55.3	25.6	14.8	4.3
2004	63.5	22.1	11.9	2.5
2002	67.6	13.7	16.8	2

28. Employees are protected from health and safety hazards on the job.				
	Positive	Neutral	Negative	Don't Know
2007	73.99	13.68	10.02	2.31
2006	71.9	17.2	8.4	2.4
2004	69.3	17.9	10.4	2.4
2002	N/A	N/A	N/A	N/A
29. Employees have a feeling of personal empowerment with respect to work processes.				
	Positive	Neutral	Negative	Don't Know
2007	46.35	23.08	29.42	1.15
2006	49.1	26.2	22	2.7
2004	48.4	23.1	26.1	2.4
2002	35.4	26.9	37.4	0.3
30. My workload is reasonable.				
	Positive	Neutral	Negative	Don't Know
2007	54.72	13.1	31.6	0.58
2006	52	15.4	31.8	0.7
2004	52.4	14.5	32.3	0.8
2002	56.4	6.8	36.3	0.5

31. Managers communicate the goals and priorities of the organization.				
	Positive	Neutral	Negative	Don't Know
2007	58.91	22.09	18.41	0.58
2006	57.7	22.9	18.7	0.7
2004	65.2	18.1	16.1	0.7
2002	N/A	N/A	N/A	N/A
32. My organization has prepared employees for potential security threats.				
	Positive	Neutral	Negative	Don't Know
2007	68.8	18.8	10.08	2.33
2006	75.2	15.3	8.5	1
2004	78.2	11.7	9.2	0.8
2002	N/A	N/A	N/A	N/A
33. How satisfied are you with the information you receive from management on what's going on in your organization?				
	Positive	Neutral	Negative	
2007	48.26	20.66	31.08	
2006	47.9	20.8	31.3	
2004	52.9	22.7	24.4	
2002	46.7	20.3	33	

34. How satisfied are you with your involvement in decisions that affect your work?

	Positive	Neutral	Negative
2007	44.21	22.78	33.01
2006	58.5	19.4	22.2
2004	55.7	21.7	22.6
2002	54.8	20.9	24.3

35. How satisfied are you with your opportunity to get a better job in your organization?

	Positive	Neutral	Negative
2007	42.08	29.54	28.38
2006	41	27.8	31.2
2004	39.5	27.6	32.9
2002	32.6	29	38.5

36. How satisfied are you with the recognition you receive for doing a good job?

	Positive	Neutral	Negative
2007	54.72	21.19	24.08
2006	55.3	22.6	22
2004	51.7	21.8	26.5
2002	42.6	24.3	32.7

37. How satisfied are you with the policies and practices of your senior leaders?

	Positive	Neutral	Negative
2007	37.21	26.74	36.05
2006	37.6	29.1	33.3
2004	40.3	28.1	31.7
2002	N/A	N/A	N/A

38. How satisfied are you with the training you receive for your present job?

	Positive	Neutral	Negative
2007	45.05	26.99	27.96
2006	47.6	26.3	26.2
2004	49.5	27.7	22.8
2002	39.8	29.5	30.7

39. Considering everything, how satisfied are you with your job?

	Positive	Neutral	Negative
2007	67.57	16.99	15.44
2006	68.6	15.8	15.6
2004	65.7	17.9	16.5
2002	65.8	18.9	15.3

40. Considering everything, how satisfied are you with your pay?

	Positive	Neutral	Negative	
2007	58.19	18.5	23.31	
2006	65.4	18.1	16.5	
2004	63.6	17.4	18.9	
2002	64.5	13.7	21.8	

Appendix B: Results by Number Responding

Results	Positive		Neutral	Negative		Do Not Know
Personal Work Experiences						
Results	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
1. The people I work with cooperate to get the job done.	191	245	46	31	5	
2. I am given a real opportunity to improve my skills in my organization.	111	226	87	71	25	
3. My work gives me a feeling of personal accomplishment.	175	214	71	40	19	
4. I like the kind of work I do.	225	200	58	27	10	
5. I have trust and confidence in my supervisor.	188	188	83	41	20	
	Very Good	Good	Fair	Poor	Very Poor	
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	231	83	19	158	20	
Recruitment, Development and Retention						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	75	241	83	83	32	4
8. My work unit is able to recruit people with the right skills.	66	208	108	82	45	10
9. I know how my work relates to the agency's goals and priorities.	190	255	40	24	9	1
10. The work I do is important.	263	201	40	11	4	
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	102	219	54	83	58	1
12. Supervisors/team leaders in my work unit support employee development.	128	253	71	40	24	3

Results	Positive		Neutral	Negative		Do Not Know
13. My talents are used well in the workplace.	122	216	87	59	35	
14. My training needs are assessed.	50	168	113	117	61	6
Performance Culture						
15. Promotions in my work unit are based on merit.	62	168	114	84	68	22
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	33	139	118	108	84	37
17. Creativity and innovation are rewarded.	62	195	116	73	58	15
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	112	224	82	58	29	15
19. In my work unit, differences in performance are recognized in a meaningful way.	44	166	137	95	55	23
20. Pay raises depend on how well employees perform their jobs.	29	95	149	114	104	27
21. My performance appraisal is a fair reflection of my performance.	132	259	58	38	20	13
22. Discussions with my supervisor/team leader about my performance are worthwhile.	124	227	85	48	26	10
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	127	251	92	31	10	8
24. My supervisor supports my need to balance work and family issues.	198	212	68	23	14	5
Leadership						
25. I have a high level of respect for my organization's senior leaders.	90	167	116	66	78	2
25. I have a high level of respect for my organization's senior leaders.	90	167	116	66	78	2

Results	Positive		Neutral	Negative		Do Not Know
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	65	151	117	108	73	5
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	203	129	68	34	22
28. Employees are protected from health and safety hazards on the job.	103	281	71	37	15	12
29. Employees have a feeling of personal empowerment with respect to work processes.	49	192	120	91	62	6
30. My workload is reasonable.	44	240	68	93	71	3
31. Managers communicate the goals and priorities of the organization.	66	238	114	58	37	3
32. My organization has prepared employees for potential security threats.	104	251	97	39	13	12
Job Satisfaction						
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	
33. How satisfied are you with the information you receive from management on what's going on in your organization?	49	112	205	107	45	
34. How satisfied are you with your involvement in decisions that affect your work?	51	120	179	118	50	
35. How satisfied are you with your opportunity to get a better job in your organization?	55	92	170	153	48	
36. How satisfied are you with the recognition you receive for doing a good job?	43	82	199	110	85	
37. How satisfied are you with the policies and practices of your senior leaders?	70	116	153	138	39	

Results	Positive		Neutral	Negative		Do Not Know
38. How satisfied are you with the training you receive for your present job?	38	106	176	139	56	
39. Considering everything, how satisfied are you with your job?	19	61	249	88	101	
40. Considering everything, how satisfied are you with your pay?	30	91	228	96	74	

NB: Not all respondents replied to each question so the individual totals vary.